

New Supervisor Selection Process Ensures Best Candidate Selected

By Jessica Walter, DDC Command Affairs

Continuing the implementation of command-wide initiatives to improve leadership, the Defense Distribution Center (DDC) recently developed a new five-step procedure for hiring supervisors.

Under the new supervisor selection process, a panel is formed to review applications and conduct the first round of interviews. The individuals considered to be the strongest candidates then go on to a second interview. The results of that round of interviews are then discussed before a selection is made.

"The goal is to select the best qualified individual, and to ensure there is equity and trust in the selection process," explained DDC Commander BG Mike Lally, USA.

Step 1 - Selecting Panel Members

When a supervisory position is advertised, the selecting official (typically the supervisor of the position being advertised) and the second-level supervisor for the position will identify a minimum of three people to assist in the selection process. The panel members can be from any DLA activity and one panel member should be in the same or similar job as the one advertised and of a grade equal or higher than the position to be filled.

The commander of each distribution center will approve the members of the panel for that site. For DDC headquarters, the Chief of Staff will approve the panel.

Step 2 - First Interview

After the selecting official and the selection panel have identified viable candidates from the applications received for the position to be filled, they will hold the first round of interviews.

A list of sample interview questions has been established to aid the panel in making a thorough evaluation of the candidates' leadership capabilities in several areas including decision-making, motivating employees, conflict resolution, teamwork, diversity, workload management and delegating work.

Step 3 - Second Interview

The strongest candidates from the first round of interviews will be invited back for a second. During this second interview, the candidate will be interviewed only by the selecting official and second-level supervisor.

Step 4 - Discussion

Based on the second round of interviews, the selecting official and second-level supervisor will meet to discuss who should be selected for the position. If necessary, they can also call on the selection panel they established and ask for their recommendations.

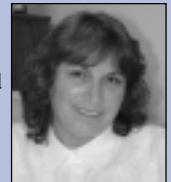
Step 5 - Selection

Based on all the information gathered and the discussion of the candidates' qualifications, the selecting official will make the final selection.

"The new hiring process for supervisors is rigorous, and coupled with other leadership development initiatives like the Leadership Academy, the Mentoring Program, DLA's Enterprise Leader Development Program and the Supervisor Certification Program, we will continue to improve the quality of leadership throughout the organization," added BG Lally.

By acknowledging their work, **giving encouragement and just listening to their problems/concerns/ideas**. By showing concern for the employee's life situations more than how much work is processed or Acceptable Performance Levels. People need to know that they are appreciated no matter what their job is.

Janet Sebren, DDCT



The **more involved employees are in the decision-making process, the more they take pride and ownership in the organization**. Employees **feel valued when asked for input regarding work rules, projects, programs and work flow processes, etc.** Good leaders have confidence in their employees' ability to get the job done, so they get out of their way.

Andrew Hall, DDJF

Acknowledge performance verbally or in writing. Listen to individual suggestions to accomplished mission rather than ignoring them. Accomplish any mission during absences by individual employees. Listen to personal problems and suggest solutions. Use minimum supervision or no supervision at all for daily tasks. Communicate openly and relay information as early as possible.

Dan Emnas, DDJF

A good leader demonstrates the value of employees by respecting them, being patient, and understanding them. A good leader values employees by making sure they are properly trained and rewarded for their hard work and effort. Employee value does not demonstrate partiality, it demonstrates that we are a team working together to get the job done efficiently.

Willie Toomer, DDAG

In my opinion the best demonstration is that **word of encouragement on that hard day at work**, or the times **when a hand is needed and the leader jumps in to help out**, and at all hands meetings a well done to the group with some specifics about some jobs well done.

Robert "Buck" Dowell, DDPW

